

## APPENDICES

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# APPENDIX 1

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## LIST OF FINDINGS AND RECOMMENDATIONS

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### Management

1. **EHMSA does not have a comprehensive strategic plan for providing emergency medical services to District residents during large-scale emergencies.**

#### **Recommendation:**

That D/DOH and EHMSA management give the highest priority to developing and publishing a comprehensive strategic EMS plan for the District, and consider using the NHTSA report as a guide to accomplishing this objective.

2. **Additional responsibilities assigned to EHMSA under the District Response Plan strain its small staff.**

#### **Recommendations:**

- a. That D/DOH and the EHMSA administrator review the responsibilities, workload, and staffing of EHMSA, and explore the possibility of temporarily or permanently reassigning some tasks to other DOH areas in order to reduce the number of additional work hours now routinely required of EHMSA employees.
- b. That D/DOH seek appropriated funding for the number of positions required to carry out EHMSA's responsibilities under the DRP without requiring excessive overtime, and to end sole reliance on federal grants to fund the majority of the positions within the administration.

3. **There is no quality assurance program in place to monitor and evaluate State EMS operations.**

#### **Recommendation:**

That EHMSA management develop a quality assurance program that requires review of the agency's policies, procedures, facilities, equipment, personnel, and day-to-day operations systematically and on a continuing basis. This review is essential in order to establish and maintain confidence in the processes used by EHMSA to coordinate delivery of critical emergency services to District stakeholders.

4. **EHMSA lacks sufficient written policies and procedures for its staff and operations.**

#### **Recommendation:**

That the EHMSA Administrator use Organization Order No. 28 as the basis for developing in-house, on a priority basis, a temporary set of written policies and procedures that govern basic day-to-day operations until a comprehensive document can be drafted and implemented.

## LIST OF FINDINGS AND RECOMMENDATIONS

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### Operations

5. **EHMSA's improved ambulance inspection and licensing program appears to be managed efficiently and in compliance with District regulations.**

**Recommendation:** None.

6. **Air ambulances operate in the District airspace without District government inspection or oversight.**

**Recommendation:**

That the EHMSA Administrator collaborate with the Office of the Corporation Counsel to review the legal sufficiency of existing laws, policies, and procedures regarding ambulances to ensure that District government interests are protected when air ambulances operate in District airspace.

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# APPENDIX 2

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# ORGANIZATION ORDER NO. 28 DATE: 6/4/02

ORIGINATING AGENCY: Department of Health

SUPERSEDES/AMENDS: 0.0.14

Dated: May 30, 1997

SUBJECT: EMERGENCY HEALTH AND MEDICAL SERVICES ADMINISTRATION

By virtue of the authority vested in me by Mayor's Reorganization Plan No. 4 of 1996, and pursuant to Mayor's Order No. 97-42 dated February 18, 1991, it is hereby ordered that DOH Organization Order No. 14 of May 30, 1997, is rescinded and replaced by the following:

- I. Establishment: There is established within the Department of Health, the Emergency Health and Medical Services Administration, headed by an Administrator, with the following mission, structure and functions.
- II. Mission: The mission of the Emergency Health and Medical Services Administration (EHMSA) is to assure the delivery of the highest quality emergency medical and trauma care services and to plan, implement and direct the emergency responses for the Department of Health.
- III. Structure: The Emergency Health and Medical Services Administration is organized as shown in Attachment A.
- IV. Functions: The Administrator, through the constituent parts of this Administration, shall be responsible for:
  - A. Office of the Administrator:
    1. Direct the operations of the Emergency Health and Medical Services Administration;
    2. Implement the State Functions of the Emergency Medical Services System in the District of Columbia to include: setting policy and standards, conducting quality assurance reviews, monitoring contracts/grants, serving as the grantee for Federal funds awarded to the District of Columbia for emergency medical services and public health and hospital emergency preparedness.
    3. Direct the Senior Deputy Director for Medical Affairs on the Administration's activities, thereby providing the development of policies, procedures and standards necessary to ensure the capacity of DOH to respond to natural and man-made disasters and other health emergencies including those involving Weapons of Mass Destruction (WMD), especially incidents of bioterrorism.

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4. Develop, implement and direct all emergency operations for the Department of Health;
5. Represent DOH and the Administration on citywide emergency preparedness councils and task groups.
6. Develop and implement strategies to promote cooperation with the private healthcare providers, voluntary associations advocacy groups and public agencies thereby ensuring their input into the emergency preparedness assessment, mitigation, response and recovery plans of DOH.
7. Ensure the development of a sustainable hospital preparedness program.
8. Ensure the integration of the DOH emergency response plans with the District of Columbia response plan and the emergency response plans of other District Agencies.
9. Ensure appropriate coordination of all EHMSA activities with relevant local, regional and federal governmental agencies.
10. Assist the Senior Deputy Director for Medical Affairs with the development, preparations and the defense of the annual budget and with long and short range planning to ensure the best use of resources to accomplish its mission.
11. Provide direct oversight for the following program areas:
  - Administrative Services
  - Emergency Medical Services
  - Emergency Operations
  - Plans and Training

B. Administrative Services

1. Provide oversight for the following:
  - Fiscal operations
  - Procurement and contracting
  - Billings and collections
  - Human Resource Management
  - Information technology
  - Providing administrative support to all EHMSA programs
  - Order, receive, store and distribute supplies and equipment used by the administration
2. Ensure the Administration's adherence to the policies of the Department of Health and the District Government.

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C. Emergency Medical Services

1. Provide oversight of the Emergency Medical and Trauma Care System for the District of Columbia.
2. Provide oversight of the Advanced Life Support (ALS) and Basic Life Support (BLS) Programs.
3. Ensure the appropriate training, testing and certification of all EMS personnel and maintenance of current database.
4. Maintain participation with the Atlantic EMS Council including participation in the EMT/Basic Test Bank.
5. Ensure the inspection and certification of EMS training centers.
6. Ensure the inspection and licensure of ambulances.
7. Enforce all regulations governing the operation of ambulances and the certification and licensure of EMS personnel.
8. Direct the implementation of the Do Not Resuscitate Program.
9. Promote the cooperation of community representatives, hospital and trauma center representatives, private providers, commercial ambulance services, voluntary associations, professional associations, advocacy groups and others interested entities to ensure their input into the development of policies, procedures and standards required to provide optimal EMS services to the residents, visitors and workers in the District.
10. Assist in the emergency preparedness and emergency response programs of the Department of Health.

C. Emergency Preparedness and Operations

1. Assist in the direction of DOH emergency preparedness program including the development and implementation of activities required to carry out the DOH mission as required by the District's Response Plan.
2. Coordination of DOH emergency operations during emergencies and special events.
3. Represent DOH on the Mayor's Special Events Task Force.
4. Oversee the development and implementation of the Rapid Response Teams including the Volunteer EMT Group.

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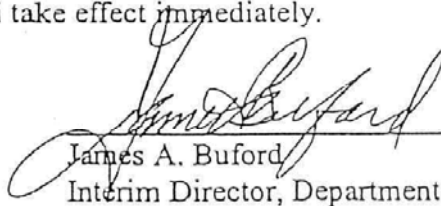


5. Select and maintain emergency response equipment, to ensure all equipment is compatible with other District of Columbia agencies.
6. Develop and implement the emergency communications program for the Department of Health that is compatible with other District of Columbia agencies.
7. Assist in the development of emergency operations plans and necessary training programs.

D. Plans and Training Division

1. Develop emergency operations plans and associated policies and procedures for the Department.
2. Review, evaluate and revise all plans according to stated guidelines.
3. Develop a comprehensive training plan that ensures appropriate training of DOH employees and others to carry out the DOH mission effectively.
4. Represent the Department of Health at emergency preparedness planning and training work groups through the Emergency Management Agency.

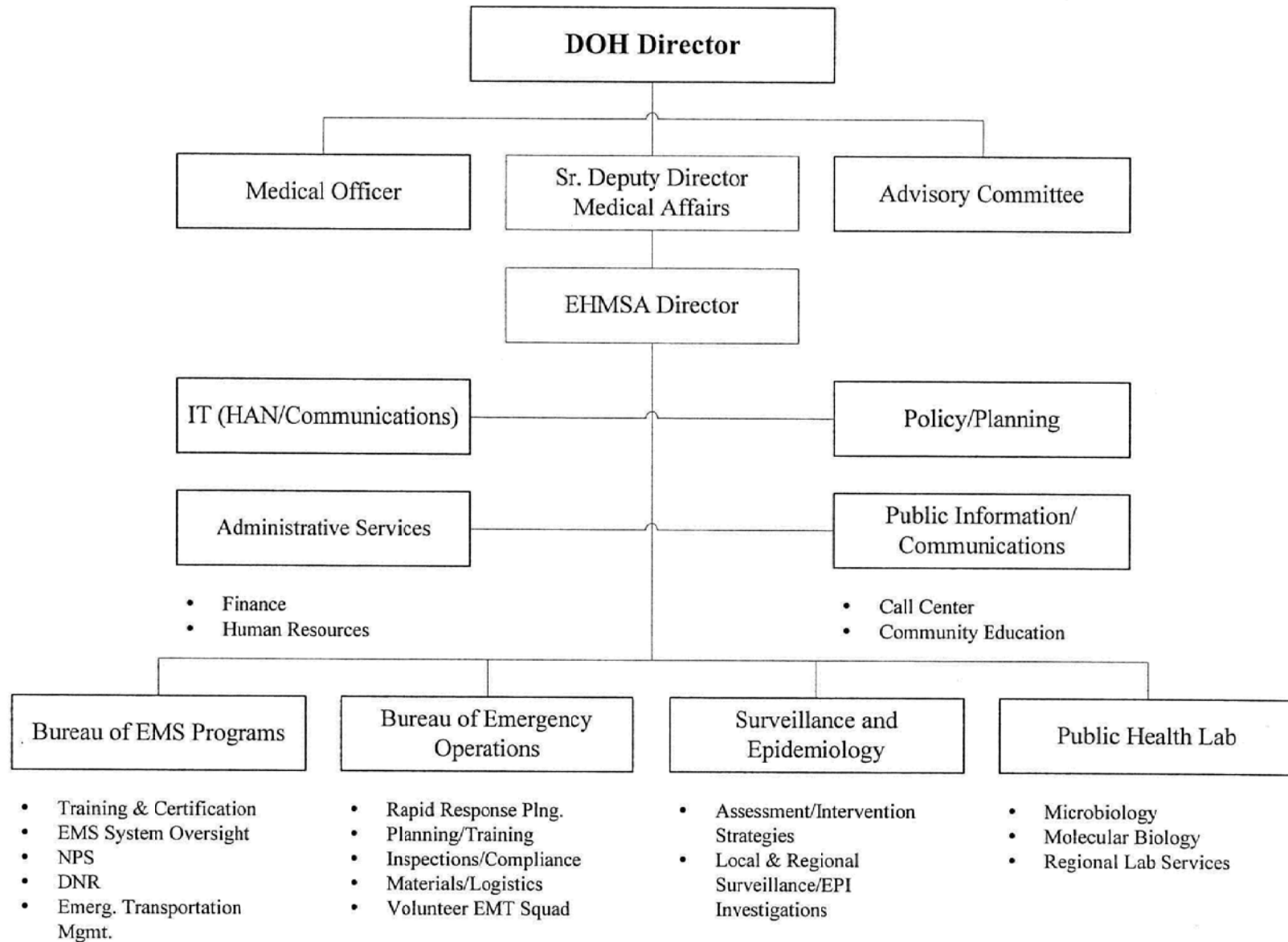
- V. Staffing Pattern: The positions in the Emergency Health and Medical Services Administration are displayed in Attachment B.
- VI. Transfer of Resources: All unexpended balances of appropriations, allocations, and other funds available or to be made available, and all property, equipment and records directly associated with the positions listed in Attachment B, are transferred hereto.
- VII. This order supersedes and replaces Organization Order #14 dated May 30, 1997.
- VIII. Effective Date: This Order shall take effect immediately.

  
James A. Buford  
Interim Director, Department of Health

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# Emergency Health and Medical Services Administration



## Emergency Health and Medical Services Administration

Title	Staffing Pattern	UmbelUPPS#	Funding	Series/Grade
<u>Office of the Administrator</u>				
Administrator	1 Yes	1810841	RB	MSS - 16/10
Executive Assistant	2 Yes	1815242	RB	DS - 9-11/10
Secretary	3 Yes	1810823	RB	DS - 7/10
Deputy Administrator	4 TBE		RB	MSS - 15/10
Executive Assistant	5 TBE		RB	DS - 9-11/10
Medical Officer	6 TBE		RB	MSS - 15/10
Executive Assistant	7 TBE		RB	DS - 9-11/10
Administrative Officer	8 TBE		RB	MSS - 14/10
Administrative Assistant	9 TBE		RB	DS - 12-13/10
Administrative Specialist	10 TBE		RB	DS - 9-11/10
Fiscal & Budget Specialist	11 TBE		RB	DS - 12/10
Human Resources Specialist	12 TBE		RB	DS - 9-11/10
IT Manager	13 TBE		RB	DS - 13/10
IT Assistant	14 TBE		RB	DS - 9-11/10
<u>Bureau of EMS Programs</u>				
Chief EMS Services	15 Yes	1810834	RB	MSS - 14/10
Senior Policy & Planning Analyst	16 TBE		RB	DS - 12-13/10
BLS Coordinator	17 TBE		RB	DS - 9-11/10
ALS Coordinator	18 TBE		RB	DS - 9-11/10
Program Assistant	19 Yes	1810395	RB	DS - 9/10
DNR Coordinator	20 TBE		RB	DS - 12/10
Administrative Assistant	21 TBE		RB	DS - 9/10
Inspection and Compliance Manager	22 TBE		RB	DS - 9/10
State Training Officer	23 TBE		RB	DS - 12/10
Motor Vehicle Operator	Yes	1815616	RB	DS - 9/10
<u>Bureau of Emergency Operations</u>				
Chief Emergency Operations	24 Yes	1810047	RB	MSS - 14/10
Special Operational Coordinator	25 TBE		RB	DS - 12-13/10
NPS Coordinator	26 TBE		RB	DS - 9-11/10
Material Logistics Coordinator	27 TBE		RB	DS - 9-11/10
Epidemiology/Surveillance Coordinator	28 TBE		RB	DS - 12-13/10
Administrative Assistant	29 TBE		RB	DS - 9/10
Program Assistant	30 Yes	1811048	RB	DS - 9/10
Public Information Coordinator	31 TBE		RB	DS - 12-13/10
Plans/Training Coordinator	32 TBE		RB	DS - 12-13/10
<u>Bureau of Surveillance and Epidemiology (BCDC)</u>				
RN/Epidemiologist	33 TBE		RB	DS - 12/10
RN/Epidemiologist	34 TBE		RB	DS - 12/10
Registered Nurse	35 TBE		RB	DS - 12/10
Registered Nurse	36 TBE		RB	DS - 12/10
Epidemiologist	37 TBE		RB	DS - 12/10
Investigator	38 TBE		RB	DS - 7/10
Investigator	39 TBE		RB	DS - 7/10
Investigator (BCDC)	40 TBE		RB	DS - 7/10
Public Health Analyst	41 TBE		RB	MSS - 12/10
Program Assistant (BCDC)	42 TBE		RB	DS - 9/10
<u>Public Health Lab</u>				
Deputy Director	43 TBE		RB	MSS - 14/10
Senior Microbiologist	44 TBE		RB	MSS - 13/10
Lab Information Technologist	45 TBE		RB	MSS - 12/10
Molecular Biologist	46 TBE		RB	MSS - 13/10
Training Coordinator	47 TBE		RB	MSS - 12/10
Medical Technician#1	48 TBE		RB	DS - 7/10
Medical Technician#2	49 TBE		RB	DS - 7/10

TBE = To Be Established

RB = Indicates Bioterrorism Grant Funding

O.O. No. 28

Date: 6/4/02